Strategic Leadership Development Model

by

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Analysis of various trends affecting strategic leaders and the competencies required by them, establishes the need to develop certain conceptual, interpersonal and technical skills in strategic leaders. The current US Army Strategic Leader Development Model is discussed to emphasize that formal institutional education, job experience and self development must form the three building blocks of their development. Finally, the study proposes a development model for Pakistan's strategic political and military leaders suitably tailored to Pakistan's domestic and politico-strategic environment.

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STRATEGIC LEADERSHIP DEVELOPMENT MODEL

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ABSTRACT

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STRATEGIC LEADERSHIP DEVELOPMENT MODEL

> If I appear to be always ready to reply to everything, it is because before undertaking any task, I have meditated for a long time. I have foreseen what might happen. It is not a spirit which suddenly reveals to me, what I have to say or do in a circumstance unexpected by others; it is reflection and meditation.[1]

> —Napoleon

Leadership is a subject which excites interest amongst scholars and laymen alike as it is essential for the organized functioning of a society. Almost every situation related to a group activity involves leadership of one or the other form. Leadership occurs universally and is found in almost all the human relationships. However, the multifaceted aspects and mysteries surrounding leadership give a vague picture of what it is and how it changes with the change in the surroundings and circumstances.

Until recently leadership was seen as something that only the armed forces or the politicians engaged in. However in today's modern world leadership influences the working of every organization. Leading industrialists, corporations, alongside top military and political leaders are included in the list of strategic leaders. This is mainly due to convincing evidence that even in the corporate world success is largely associated with effective leadership.

The term strategic leadership refers to leadership at the highest echelons of large, complex organizations. Irrespective of the organization they represent, strategic leaders establish vision, synthesize complexity, anticipate and make long term decisions, exhibit global thinking and emphasize the human resource aspect of leadership.[2]

The future strategic environment characterized by volatility, uncertainty, complexity, and uncertainty (VUCA) makes the role of strategic leaders more difficult than ever. Availability of a formalized, scientific and highly developed leader development model that focuses on enhancing skills and competencies of strategic leaders is, therefore, indispensable for tomorrow's strategic leaders. The quality of our leaders in politics, civilian, and military bureaucracy will play a decisive role in terms of our future standing in the comity of nations. Whereas the Pakistan Army and civilian bureaucracy is committed to a formal training program for the development of strategic civilian and military leaders to quite an extent, a corresponding emphasis upon a formal leadership development model in our political and bureaucratic system is not adequate. On the whole it merits increased attention and needs to be formalized. Therefore, the aim of this paper is to propose a development model for the development of 21st Century Strategic Leadership of Pakistan.

The Islamic Concept of Leadership

In Islam, leadership is a trust and the job of the leader is to discharge this responsibility to the best of his abilities. In the Islamic system, a person does not seek leadership; it is entrusted upon him because of his abilities. The most important task of a leader is to implement the laws of Allah on earth. The Prophet's *Seerah* offers the best and most comprehensive guide and model to achieve this.[3]

Divine legitimacy (legitimacy acceptable to Allah) is acquired when the leader obeys Allah and the Prophet; only then is he entitled to people's obedience (Al Qur'an 4:59). Divine legitimacy thus forms the basis for popular legitimacy. The Prophetic *hadith* that even if three Muslims are on a journey, they must choose one as a leader

emphasizes the importance of leadership. Whenever the Prophet left Madina, he would appoint someone as leader in his absence.[4]

Islam discourages the practice of seeking leadership. In a well known *hadith*, the noble messenger of Allah (PBUH) has said that he who seeks leadership is not fit to assume it.[5] In an Islamic State a person who is qualified for elevation to the position of strategic leadership is the one who is capable of performing certain functions such as articulating the goal or vision clearly and demonstrating his personal conviction for it. Who can inspire a group of people to follow it? Who is able to evaluate the prevailing situation accurately and devise appropriate strategies for dealing with it? Who has the ability to initiate, guide, direct and control change towards the desired goal? Who can ensure continuous cooperation, expansion and strengthening of the movement? Who can inspire members of the movement to such a degree that they are prepared to fight and even die for the cause? Who is able to provide satisfaction so that the members feel their mission has a noble purpose? Answers to these questions can help guide the identification of leaders.

A survey of existing literature on Islamic leadership reveals that the qualities which are indispensable for a leader include qualities like Knowledge and Hikmah (wisdom, insight), Taqwa (being conscious of Allah's presence and fearing him), Adl (Justice) and Rahmah (compassion) and Courage and Bravery. A leader must consult Shura (mutual consultation) and he must be Decisive and Resolute. He must possess qualities like Eloquence, Spirit of Self Sacrifice and Sabr (Patience).[6]

Teachings of Islam and the personality of the Holy Prophet (PBUH) as a leader serve as a role model for all Muslims as per their belief. A Muslim society like Pakistan,

while undertaking an appraisal and seeking a leader development model, needs to follow the teachings of the religion and the Prophet on this subject. This is not to say that teachings of other faiths on this issue are wrong. What is being professed is that by adopting such a course would enable the leaders to fulfill their religious obligation and would also increase their acceptability amongst the masses without giving rise to any controversy. It is essential for promoting harmony amongst people in an already radicalized society like Pakistan.

Concept of Modern Day Strategic Leadership

In the modern day environment strategic leadership denotes a complex, multi-faceted capability that is difficult to define.[7] The US Army differentiates strategic leaders from solely "senior" leaders as those who: "tailor resources to organizations and programs, set command climate, establish structures and articulate strategic vision. Strategic leaders focus on the long-range vision for their organization ranging from 5 to 20 years or more."[8]

Since strategy is the art of establishing the correct linkage and balance between the ends, ways and means, strategic leadership aims at determining the ends, choosing the best ways, and applying the most effective means. Strategic leaders of the modern world can therefore be defined as those 'who makes strategic decisions that commit the total organization to a given course of action', while strategic leadership can simply be termed as the activity of making these strategic decisions.[9]

Most strategic analysts believe that while management is about doing things right, leadership is doing the right things. Leadership sets the direction and identifies the future goals. It deals with the vision which is essential to read the future environment and set the mission accordingly. Management deals with establishing structures and

systems to accomplish the mission or achieve the desired results. It focuses on policies, procedures and methodology.[10] Another way of differentiating between the two is that the former deals with the future while the later is a function of the present.[11]

<u>The Contours of Prevailing Strategic Environment</u>

The foremost challenge of a strategic leader is to define and understand the environment with regard to its complexities, dynamics, how it is shaped, what impacts this and its various contours. The four major components of the strategic environment which are deeply interrelated include:[12] the national security, domestic, military and international environment. The strategic leaders must conceptualize in both the political and military realms while taking into account the international and domestic environment. They also need to understand that in different scenarios the various components of the strategic environment can be both complementary and contradictory.

The national security environment and the strategy and objectives that flow from it shape the decision making of the strategic leaders, who are responsible for articulation of all instruments of national power in the best national interest. Within the overall national security environment, the strategic leaders need to establish national priorities, identify opportunities and evaluate the threats and risks to national security.[13]

Whereas the military environment is closely linked with the national security environment, military strategy is an important component of national security strategy. An understanding of military strategy is therefore exceedingly important for all military strategic leaders as it leads to developing a true understanding of the interplay between various instruments of national power in the context of national security.[14] It truly enables the leaders to achieve the desired ends, ways and means balance while

remaining within the defined policy parameters and also taking into account the vulnerabilities, risks and threats.[15]

Strategic leaders of today need to pay particular attention to the views of all politicians, representing both the government and the opposition, so as to gel a congenial domestic environment. They must also master the art of engaging the media, since it plays a vital role in shaping the strategic environment and building domestic support.[16]

While considering and evaluating the international environment strategic leaders need to explore and understand various aspects and how these are impacting the environment. Those aspects could include factors like allies and alliances, formation of coalitions, threats to balance of power, diplomacy and democracy. Leaders could further consider aspects like requirement of resources and involvement of both official and unofficial organizations.[17]

This framework of the components of strategic environment is simple in design, yet complicated in practice. Developing an understanding of these components is indeed the first step towards grasping the essentials of strategic leadership.

Challenges Posed by the Prevailing Strategic Environment

The present day complex environment poses numerous challenges to strategic leaders. This research paper highlights a few challenges for consideration. Strategic leaders of today need to make consequential decision making.[18] In the context of long term planning the consequential strategic decisions can be profound because they have the potential of bringing about great changes, by initiating a number of wide ranging effects. Conversely decisions which are not based on an understanding of the strategic environment can be extremely costly.

Performance requirements for the strategic leaders change with the changing environment. In the modern day strategic environment the power of influence is more important than the power of position. Conceptual abilities and communication skills are essential. The leaders need to use integrative thinking so that decisions in one system do not affect another system.[19]

Dealing with Complexity. Strategic leaders operate in an environment characterized by volatility, uncertainty, complexity and ambiguity. They should be able to anticipate volatile scenarios and take action to avert violence. They must develop the ability to penetrate the fog of uncertainty that embraces the strategic landscape. They should develop a broad frame of reference or perspective and think conceptually to anticipate the probable, possible and necessary implications of a decision. Moreover they should use team approaches for problem solving and gaining consensus to help eliminate ambiguity.[20]

21st Century Strategic Leadership - Trends and Competencies

While adopting a futuristic approach, strategic leaders have to take into account a number of factors that affect the ways in which success may be achieved. Some of the important trends that profoundly influence modern day strategic leadership have been dilated upon in the ensuing paragraphs.[21]

National Security vis-à-vis Terrorism. Terrorism has emerged as one of the principal issues in contemporary international relations. The root causes of modern-day terrorism can be found in the chronicles of history. The social, political and economic exploitation and deprivations over the centuries have created mistrust and aroused feelings of revulsion and urge for revolt and violence. Dealing with this complex phenomenon is one of the biggest challenges faced by modern day strategic leaders.

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Rise of Entities that Transcend National Boundaries. The multinational corporations have assumed an important position in the overall strategic calculus. In the past few decades, thousands of organizations national, international and non-governmental, with surprising amount of influence have arisen. Strategic leadership of the future will have to consider these organizations and institutions as part of their audience.

Instant and Simplistic Communications. It is increasingly becoming easier to learn instantaneously what is happening around the world. More television channels and information technology tools not only mean more information but also more versions and interpretations of the information. Such a barrage of varying and often simplistic information makes it difficult to have an uncluttered mind that can discern the big picture.[22]

Technical Expertise. In nearly every domain including governance, knowledge continues to accumulate at a spectacular rate. Most leaders of the previous century had a relatively small staff and could often rely on themselves in running the government's affairs. Nowadays, even the relatively small and modest entities of the government machinery require a large body of technicians and consultants.[23]

Absence of Privacy. Governmental and non-governmental agencies can easily collect detailed information about the lives of all individuals including the strategic leaders. The speedy revelation of even the most intimate details about the lives of the leaders, more often against their wishes, means that the leaders have difficulty in retaining their mystique.[24]

<u>Strategic Leadership Competencies</u>

The strategic literature in both the political and military context is replete with long lists of skills and abilities needed by the strategic leaders of the future to accommodate the previously described trends. Some of the more important ones are discussed in the following paragraphs.

Interpersonal Skills. The scope, responsibility and authority of a strategic position require leaders to develop the following interpersonal skills:[25]

- Communication at the strategic level is complicated by the wide array of staff and the need for close interaction between the functional and operational components both within the organization and with external agencies.[26]

- Strategic leaders need to fathom the art of using dialogue; not only to exchange points of view, assumptions, and concepts but also to gather information, clarify issues and enlist support of subordinates and peers.

- Successful negotiation involves communicating a clear position on all issues, while still conveying willingness to bargain on negotiable issues.[27] In the modern day environment strategic leaders have to rely heavily on negotiations and therefore need to develop negotiating skills.

- Strategic leaders must be skilled at reaching consensus and building and sustaining coalitions.

- No matter how visionary and competent strategic leaders may be, they cannot function successfully without imaginative staff members who know the environment and have the ability to foresee consequences of various courses of action.

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Conceptual Skills. Strategic leaders routinely deal with diversity, complexity, uncertainty and conflicting policies. They cannot develop the necessary wisdom unless they free themselves from the mundane commitments and find time for reflection. Some of the conceptual skills they need to develop have been described below:[28]

- Strategic leaders need to develop a wholesome vision for their organizations before communicating it clearly. It is indeed this vision which provides the ultimate sense of purpose, direction and motivation for everyone in the organization.

- Developing frames of reference that clearly establish the correct place and importance of each instrument of national power in the overall strategic perspective is the essence of strategic leadership. Strategic leaders with comprehensive frames of reference are best equipped to deal with complex problems and to envision creative solutions.

- Even the best of planning and foresight cannot predict or influence all future events. Strategic leaders therefore have to continuously deal with uncertainty and ambiguity and need to shape the future on terms they can control, employing various instruments of national power.

Technical Skills. Strategic leaders in the present modern environment must be technology savvy. Some of the skills that they must develop are as follows:

- The strategic art is the skillful application and manipulation of ends, ways and means to promote and defend the national interests. Leaders adept in the strategic art are the ones who can simultaneously handle all three roles of a complete strategist; namely theorist, practitioner and leader.[29]

- Strategic leaders who have the understanding and ability to use modern technology in the performance of their tasks have a definite advantage over those who lack this ability. Modern technology, if used correctly, allows leaders to think and act faster and better than ever before.[30]

Strategic Leadership Development Model

The last two decades have witnessed an unprecedented increase in literature on the senior leader developmental process. Several senior leader development models exist, each suggesting a set of requisite skills necessary for success as a senior leader. This part discusses one such model - The US Army's Model of Strategic Leader Development, to arrive at a development model suitable for strategic leadership of Pakistan.

The US Center for Creative Leadership Handbook defines leadership development as, "the expansion of a person's capacity to be effective in leadership roles and processes."[31] It postulates that the most effective developmental experiences include certain key drivers like an assessment of the leader's strengths and weaknesses, an experience that will challenge or stretch the leader, and the assurance that the leader's developmental growth is valued and supported.

The US Army defines leader development as, "the process of preparation of leaders through a progressive and sequential system of institutionalized training, operational assignments and self development to assume leader positions and exploit the full potential of present and future doctrine."[32]

Amplifying the three pillars described above, the US Army's concept of leadership development can be further elaborated as a continuous cycle of education,

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training, experience, assessment, feedback and reinforcement in which responsibility for development lies both with the leader and leader's superior.[33]

How do Strategic Leaders Develop their Requisite Skills?

It is widely accepted that the development of conceptual capacity proceeds slowly only as leaders are pushed beyond their current frame of reference.[34] The 1996 US Army review of senior leadership states that leader development includes specific instructional interventions linked to skill development and knowledge acquisition at particular organizational levels. It also includes the provision of opportunities for practice of newly acquired skills/ knowledge. Moreover, it includes assignment of budding executives into work roles that force them to continuously revise their cognitive maps and models of their operating environment.[35]

US developmental psychologists define leader development as a "process occurring over the course of an entire career; facilitated when existing frames of reference are challenged and when leaders interact with their environment and attempt to make sense of it."[36]

The latest thinking in the US Army suggests a paradigm shift in leader development by shifting the focus from imparting knowledge and mastering specific subjects and ideas to stretching a leader's intellectual abilities towards creativity, intuition and vision. It states that the institutional intervention should be used to develop higher order thinking that demonstrates synthesis and integration, innovation, intuition and will, information management and world vision.[37]

US Army Strategic Leader Development Model

The US Army Strategic Leader Development Model[38] is best explained with three pillars representing developmental processes that leaders experience throughout their

careers: institutional training, operational assignments and self development. These three development domains are supported by a foundation of leadership fundamentals of service values and ethics. The model represents a career long, interconnected and progressive developmental process briefly elaborated in the ensuing paragraphs.

Operational Assignments. The current system of strategic leader development involves the assignment of promising leaders to key jobs in order to expose them to a myriad of challenging and educational experiences before they assume the roles of strategic leaders.[39]

Institutional Education. In addition to operational assignments, each service has certain institutional schools that provide either specialized or general education for their strategic leaders. Each service offers approximately 15 different courses[40] ranging from a few days to several months. Most of these courses are geared towards one and two star General/Flag Officers. Each service has a General/Flag Officer Management Office to schedule and manage attendance at the senior level schools. Moreover, Specialty Education including fellowships and attendance at civilian and government schools[41] is offered to study such subjects as national security, legal orientation, media training, systems acquisition management, information warfare, etc.

Mentoring. In addition to the leader development provided through operational assignments and institutional schools, there are several informal methods of mentoring by which General/Flag officers are developed by their service chiefs. Each service uses informal development techniques such as conducting four star/flag officer conferences. For example the US Navy runs a flag officers' conference three times a year. Another technique involves sending guidance to senior leaders periodically through electronic

mail. For example, the Army Chief sends out his "Thoughts while Running" to subordinate General Officers.[42]

Informal Self Development. Informal self development exists in the military system through such initiatives as subscribing to professional reading lists and journal subscriptions to enhance one's knowledge. Its use depends entirely on the individual.

Proposed Strategic Leader Development Model for Pakistan

In the fast moving information age of today, change is taking place at an unprecedented rate. Aspiring strategic leaders of Pakistan must acquire a broad understanding of the external environment, identify the major forces that are driving this monumental change and, most importantly, they must learn to think and see the world differently than they have before. The proposed strategic leader development model therefore, must prepare strategic leaders of Pakistan to cope with the present and foreseeable future environment by thinking differently.

Concept of Strategic Leadership Development. The entire process of development should focus on the end state or the desired outcome, i.e., the development of effective strategic leadership. Education and training should be so articulated that its various stages are synergetic and the whole process is career long, progressive and sequential. The main building blocks of the training model must be institutional (formal) education, job experience and self development. These blocks must be supported on the foundations of leadership principles that encompass not only the religious values, ethics, and culture but also the national ideology. Pakistan's peculiar domestic environment, characterized by political instability, relatively lower standards of education and scarcity of resources, renders the training of strategic leaders a difficult proposition; however, it is not impossible.

Personality Development - The Islamic Model. In order to propose a futuristic development model encompassing the modern skills and competencies closely linked with modern technology, one is constrained to study and analyze the modern day models being followed by the west. However, in the realm of developing leadership traits, perhaps one of the best models ever conceived is the Islamic concept of leadership. The personality development of our strategic leaders must therefore focus on the creation of qualities postulated by our religion which hold good for all times. Starting from faith and Taqwa (being conscious of Allah's presence and fearing him), the personality building should focus on Hikmah (wisdom, knowledge and insight), Adl (justice) and Rahmah (compassion). The grooming should ensure development of essential virtues such as courage, spirit of sacrifice and Sabr (patience). Finally the model should develop leaders who despite being decisive, believe in Shura (mutual consultation). Leadership groomed on these lines and possessing such traits would be readily acceptable to people in a Muslim society like Pakistan. Moreover such leaders who qualify to be a leader as per Islamic concept of leadership would prove to be men of strong character and would not give rise to any further controversies.

Who all Qualify as Strategic Leaders? The modern day definition of strategic leadership includes all senior civil, military and business executives; however, for the purpose of this research the focus would only be on the senior politico-military leadership of Pakistan. It should include federal and provincial political leadership, members of the cabinet, parliamentarians and the senior military leadership.

When Should the Leaders be Trained? The political environment of Pakistan is not conducive to formalized (educational) training insofar as the political leadership is

concerned. As for military leadership, the system in vogue is relatively streamlined and ensures better grooming of potential strategic leaders at varying stages of their career; however, it needs to be formalized. It is proposed that leaders be imparted training at two occasions. Firstly, when they are elected or selected for strategic roles. At that time a short strategic leadership training seminar should be arranged for all those who are elected or selected for strategic positions at political or military domains before they assume the responsibilities. Later it should be conducted after they assume strategic leadership roles. The best form of training for strategic leaders after assuming their respective roles is job training and experience. Formalized (education) training must however, continue in strategic leadership positions, adopting a different format.

Format/ Mode of Training. Depending upon the stage at which the training is to be conducted and the specific disciplines that are to be focused upon, any one or a combination of techniques/ modes of training may be adopted. These techniques/ modes include formalized training and informal training. Various activities which can be considered for conducting formalized training could include short duration courses, conferences/ seminars on various subjects and conduct of various lectures/ talks by eminent scholars. Pakistan could benefit from the US in this context, as the US has a mature leader development process and Pakistan could use it to its advantage. Similarly some of the Pakistani leaders could attend various conferences/ seminars through mutual exchange programs. Formalized training could also include the holding of joint working groups and correspondence studies. Informal training could include interactive software, self study packages and e-mail (guidance notes).

Institutions where Training may be Imparted. To impart quality training to potential strategic leaders there is a need to establish a civilian institution on the lines of National Defense University, National Institute for Public Administration or Civil Service Staff College. For the interim period, various existing institutions could be utilized to train/ develop strategic leaders. These could include National Defense University, Civil Service Staff College, Provincial Institutes of Public Administration or any designated university.

Overall Responsibility/Coordination. It is proposed that a Strategic Leader Development Management Cell be raised under the Cabinet Division and entrusted with the task of planning and managing strategic leader development in Pakistan. As an interim measure, a Strategic Studies Institute should coordinate and supervise this training after necessary restructuring/ expansion.

Aims/Objectives of Leader Development Training. It is to prepare potential/ incumbent strategic leaders for strategic leadership roles and to develop an understanding amongst them about the prevailing/ future strategic environment. It is also aimed at improving/enhancing interpersonal, conceptual and technical skills essential for strategic leaders. Interpersonal skills could encompass skills like communicating, use of dialogue, ability to achieve consensus and building staffs/ organizations. Conceptual skills could encompass skills like envisioning, developing frames of reference and dealing with uncertainty. Technical skills could include mastering the strategic art and leveraging technology.

Essential Disciplines/Aspects of Training. In order to enhance the above mentioned competencies, various disciplines are proposed to be included in various

formats. Institutional education should include various disciplines like defining national interests and analyzing the relationship between interests and threats. It should also include identification of current threats and opportunities for promoting Pakistan's national interests, understanding the structure and dynamics of the contemporary political, economic and security environment and learning experiences which challenge existing frames of reference. Exposure to multiple points of view for the purpose of synthesis and analysis should also be covered along with intellectual stimulation including the art of objective reflection and meditation. Further subjects suggested for training include engagement in collaborative tasks that build interpersonal skills, strategic crises management exercises and information management and development of a world vision. Lastly institutional education should also expose leaders to dealing with real world complexities through training in virtual world scenarios and specialty education i.e. fellowships at civilian/ government schools to study subjects of relevance to strategic leadership including media training and information management. Pakistan could seek support from the US in enriching the content and format of this training.

Besides institutional training, potential and present strategic leaders must be given experience / exposure of various instruments of national power by assigning them various responsibilities during their career. Moreover, they should be given assignments in various multi-cultural organizations like the United Nations, World Bank and International Monetary Fund, etc., which would enable the strategic leaders to broaden their horizon, develop the capacity for global thinking and future vision. Self development is a continuous process which must be institutionalized for leader development. Continued education programs, circulation of reading lists and exposure

to self assessment programs would certainly prove to be beneficial. Lastly, certain informal techniques like circulation of guidance notes and mentorship must also be resorted to which would prove to be of value.

Conclusions and Recommendations

This paper has proposed a strategic leadership development model which needs to be further refined by various institutes of strategic studies. However, the effort provides sufficient insight on the subject to arrive at some important conclusions, and identify related issues requiring further research. Some of the salient conclusions are stated below.

- Strategic leaders can only be developed by employing an effective process. The Pakistan Army is generally proceeding in the right direction insofar as developing strategic leaders with requisite decision making skills. However, one should be mindful that strategic decision making is only one facet of strategic leadership; therefore, other facets must also be paid equal attention.

- Developing strategic leaders is not a short term activity. It relies on the three building blocks of institutional (formal) education, job experience and self development.

- The necessity for developing effective strategic leadership will become more pronounced in the future.

- In the formal developmental setting (such as National Security and War Course) and proposed Leadership Courses for strategic leadership of Pakistan, reading, writing and reflection are the best means for developing strategic leaders.

- Because of the age and experience level of potential strategic leaders, the proposed adult learning model serves as a valuable tool, as it places the onus on the student.

- The strategic leaders are essentially concerned with the future. They must have a vision and a sense of direction which can only be acquired from knowledge of the external environment, based on a combination of innate ability and experience.

- As far as personality development is concerned the Islamic Leadership Concept serves as the best guideline.

Additional Recommendations. In addition to the proposed development model, following recommendations are proffered to further improve the strategic leader development process:

- Make the potential strategic leaders understand the importance and efficacy of team efforts, by providing them an opportunity to accomplish low-risk practical projects that necessitate achieving consensus and coordination among the military and political leadership.

- Make the existing and proposed strategic leadership courses truly interactive.

- Expose the potential strategic leaders to an incisive study of leadership, in its historical perspective, with a view to developing a profound understanding of strategic leadership and the process of its evolution and transformation.

- Change the trend in work and schools from overly cramped routine activities, towards ample leisure time for reflection and meditation.

- Solicit active participation of corporate representatives in strategic leadership development courses.

- Provide a process to formalize strategic leader mentoring. Islamabad and all the provincial capitals have a relatively large number of strategic leaders, both serving and retired civilian and military professionals, who can be nominated as strategic mentors for potential strategic leaders. The mentor can be 'contracted' to be involved with a potential leader for a specific period. The mentor may be designated to review key papers, hold periodic discussions and involve the potential strategic leader in policy/decision making sessions.

- Academies and Schools of instruction in all the three services must lay a greater emphasis on revising the scope and format of the leadership training package. Moreover, the Islamic concept of leadership be taught in greater detail, and not merely be restricted to a few introductory lectures by guest speakers.

Conclusion

Pakistan, with all its potentials and resources, has suffered tremendously because of inadequacies of its strategic leaders who lacked foresight, vision and moral strength to steer the masses out of poverty and deprivation. It is only through objective training, grooming and personality development that we can hope to produce strategic leaders who can alter the destiny of Pakistan and put the nation on the course of progress and prosperity.

Endnotes

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